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| 5-5-5 | 0 | | | | |
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| 6-1-5 | 1 | | | | |
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b. Paragraph numbering is based on six digits. The first two digits indicates the chapter; the next two digits, the section, the final two digits the general major paragraph number; and the combinations which follow the decimal point, the subparagraph number; e.g., 010302d.(2)(d) refers to chapter 1, section 3, general major paragraph number 02, subparagraph d.(2)(d).

c. Pages are numbered in separate series by chapter and section, e.g., the fifth page of Chapter 1, Section 3 is shown as:

Chapter 1 Section 3 5

000006. CHANGES. COMNAVCRUITCOM will publish changes to this manual per established criteria. Such changes are numbered consecutively. Record receipt and entry of such changes on the page provided for that purpose. Paragraph and text that have been revised or added as a result of a change will appear highlighted.

000007. RECRUITING FORMS AND DOCUMENTS. Forms and documents necessary for the processing of Navy applicants for Active and Reserve Components enlistment and affiliation that do not appear in this manual can be located on the COMNAVCRUITCOM Quarterdeck Website. Recruiters must utilize the E-kit application found in WebRTools or the forms and documents posted on the COMNAVCRUITCOM Quarterdeck website to build an enlistment kit and process applicants. Use of forms and documents outside of WebRTools or the Quarterdeck website to build an enlistment kit is not authorized without COMNAVCRUITCOM (N3) approval.

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| Recommended Change to COMNAVCRUITCOMINST 1130.8 | |
|--|---|
| <p>From: _____</p> <p>To: Commander, Navy Recruiting Command Policy and Programs Division (N35) 5722 Integrity Drive Millington, TN 38054-5057</p> <p>Via: (1) <u>(Submitting Member's Immediate Supervisor's Title)</u> (2) <u>(Submitting Member's Commanding Officer)</u></p> <p>Subj: PROPOSED CHANGE TO COMNAVCRUITCOMINST 1130.8, Volume _____</p> <p>1. Applicable page(s) _____, paragraph(s) _____ (Include all pages/paragraphs, which will be affected by the recommended change.)</p> <p>2. Recommended change:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>3. Justification:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> | <p style="text-align: center;">_____ Date</p> |
| <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 30%;"> <p>Copy to: DIR, NTT</p> </div> <div style="width: 40%; text-align: center;"> <p>_____ Signature</p> </div> <div style="width: 30%; text-align: right;"> <p>1 of 2</p> </div> </div> | |

EXHIBIT 010101. (P. 2) RECOMMENDED CHANGE SUBMISSION DOCUMENT

| Recommended Change to COMNAVCRUITCOMINST 1130.8 | |
|---|-----------------|
| First Endorsement | |
| | _____ (Date) |
| From: <u>(Submitting Member's Immediate Supervisor's Title)</u> To: Commander, Navy Recruiting Command (N35) Via: <u>(Submitting Member's Commanding Officer)</u> | |
| 1. Forwarded, recommending _____ 2. Comments: _____ _____ _____ _____ _____ | |
| _____ (Signature) | |
| Second Endorsement | |
| | _____ (Date) |
| From: <u>(Submitting Member's Commanding Officer)</u> Commander, Navy Recruiting Command (N35) | |
| 1. Forwarded, recommending _____ 2. Comments: _____ _____ _____ _____ _____ | |
| _____ (Signature) | |
| 2 of 2 | |

Code Button. At this point the RinC will select “MARKED FOR DPR” click “Get Records” button. The system will display all records Marked for DPR.

a. Monday, the RinC shall conduct a DPR and file the record(s) out to a future date, based on the remarks. The records that are left in Monday’s Working Tickler shall be moved out to a later date. A record should not remain in the Working Tickler with a Working Tickler date older than **five days from** the current day. The system will display a Box, reading the working tickler date must be current or later date.

b. Tuesday, the recruiter shall enter WEBRTOOLS and go to Record Query Screen, select a date range from Monday’s date to Tuesday’s date. This will give the recruiter Monday’s remaining tickler and Tuesday’s records which should be utilized for prospecting that day.

c. Wednesday, the recruiter shall enter WEBRTOOLS and go to Record Query Screen, Select a date range from Monday’s date to Wednesday’s date which will give remaining tickler as well as the current (Wednesday’s), which can be utilized for prospecting.

d. If using this three-day schedule, the RinC will ensure no records remain in the Working Tickler without a disposition for any length of time. Thus, the RinC will get dispositions on a larger quantity of records, which will reduce call reluctance and increase the recruiter’s overall prospecting time. The RinC shall continuously check the Working Tickler to prevent his/her recruiters’ future Working Ticklers from building up past the 50 records per day average. If this happens, the RinC shall clean up the Working Tickler by reviewing and filing records based on disposition.

Note 1: If during the process of setting up and managing a recruiter’s Working Tickler, the RinC finds he/she can get the disposition on a larger quantity of records than the 50 loaded each day, the amount of records can be adjusted to meet that recruiter’s individual prospecting requirements.

Note 2: The Systems Chapter is broken down into two individual systems to accommodate both active and FTS automated system requirements. An integrated system will combine both systems in the future, but until then, it is recommended that the two remain separate. It is also highly encouraged that all recruiters learn both systems.

SECTION 3

PRODUCTION ANALYSIS TRAINING and EVALUATION (PATE)

050301. GENERAL. Recruiting uses standard forms to collect and analyze data and set mission objectives. The collected data helps identify whether enough prospecting was accomplished to meet mission objectives. Analysis of the data will indicate how effective a recruiter was at various recruiting activities (prospecting, screening, selling, processing) and identifies specific strengths and weaknesses. Collecting data is meaningless unless it is accurate and used to make the recruiting effort more efficient.

050302. CRITERIA. The PATE Sheet (Exhibit 050301) shall be used to analyze Zone, NAVCRUITSTA, and individual prospecting and sales performance. The PATE provides information necessary to conduct proper activity analysis and a baseline for the recruiter, RinC and ZS to develop an effective prospecting plan. The data for the PATE sheet comes from the past three months applicant logs and planners of the recruiter, NAVCRUITSTA, and Zone for the past three months. The following criteria shall be used to build and analyze the PATE sheet:

a. Each recruiter, RinC and ZS will maintain a current month PATE sheet. PATE sheets shall accompany the applicant logs for the month in which the activity is being tracked.

Note 1: Retain current plus previous 2 years of recruiter/ NAVCRUITSTA and Zone sheets.

Note 2: NAVCRUITDISTs do not maintain applicant logs and shall only review the PATE sheets as needed.

050303. BUILDING A PROSPECTING PLAN. The Zone and NAVCRUITSTA level-prospecting plans are an accumulation of all recruiter plans. The plans shall be reviewed by the immediate supervisor at the beginning of each month to insure the activity plan is built to support mission accomplishment by utilizing PATE sheet data.

a. The prospecting plan shall be developed by taking the number of projected new contracts for the month (for each individual recruiter), to include attrition, the number of interviews required for one N/C based off of the recruiter's (ratios) talent level from the PATE sheet, the number of appointments required for one N/C, and the number of processing days left in the month. This information will help determine what is needed to support the mission on a daily basis and build each recruiter's pool of new prospects/contracts. New recruiters shall use the NAVCRUITSTA average to determine prospecting levels until they have developed their own pool of prospective new contracts. This process will normally take 6 to 8 weeks.

b. The following information should be taken into consideration when building a prospecting plan:

- (1) Prospecting/Processing constraints (refer to NAVCRUITDIST Goaling Letter, i.e. TSC I-III A, NF, and diversity goals)
- (2) MEPS runs, shippers, and previously scheduled activity listed in the planner
- (3) Planned recruiting evolutions
- (4) School visits
- (5) Planned area canvassing. Community events (i.e. fairs, concerts, rodeos, etc.).

Note: The prospecting evolution is performed for three basic reasons:

- a. To fill the applicant log with qualified interviews;
- b. To create Navy awareness;
- c. To gather enough blueprinting information to make a determination if and when to call a person back.

EXHIBIT 050301. PRODUCTION ANALYSIS TRAINING and EVALUATION (PATE)**MONTH** OCT 08**RCTR/STA/ZONE** CS1 Ames/Medford/Southern**SECTION I PROSPECTING GENERATED**

| PHONE/LEADS | | | | | REFERRALS (RA, RC, RD, RI, RS) | | | | | PERSONALLY DEVELOPED CONTACTS | | | | |
|-------------|------|------|------|----|--------------------------------|------|------|------|----|-------------------------------|------|------|------|----|
| MONTH | APPT | INTV | PHYS | NC | MONTH | APPT | INTV | PHYS | NC | MONTH | APPT | INTV | PHYS | NC |
| JUL | 11 | 7 | 1 | 1 | JUL | 2 | 1 | 0 | 0 | JUL | 7 | 4 | 1 | 1 |
| AUG | 12 | 8 | 1 | 0 | AUG | 2 | 0 | 0 | 0 | AUG | 8 | 4 | 1 | 1 |
| SEP | 11 | 7 | 3 | 2 | SEP | 1 | 1 | 1 | 1 | SEP | 9 | 5 | 0 | 0 |
| Totals | 34 | 22 | 5 | 3 | Totals | 5 | 2 | 1 | 1 | Totals | 24 | 13 | 2 | 2 |

SECTION II PROSPECTING SUMMARY (Ratios for 1 New Contract)

| REQ'D FOR 1 PH NC | APPT | INTV | PHYS | NC | REQ'D FOR 1 REF NC | APPT | INTV | PHYS | NC | REQ'D FOR 1 PD NC | APPT | INTV | PHYS | NC |
|-------------------------|------|------|------|----|--------------------------|------|------|------|----|-------------------------|------|------|------|----|
| | 11.3 | 7.3 | 1.7 | 1 | | 5.0 | 2.0 | 1.0 | 1 | | 12.0 | 6.5 | 1.0 | 1 |

SECTION III PROSPECTING PLAN GUIDANCE**A. Monthly Goal**

$\frac{3}{\text{NC Total}}$
Monthly Goal by Source Code
 $\frac{1}{\text{PH}}$
 $\frac{1}{\text{REF}}$
 $\frac{1}{\text{PD}}$

B. Total Monthly Activity Required To Achieve Goal (Used to build Prospecting Plan)

| APPTS | INTVS | PHYS | NC |
|-------|-------|------|----|
| 28.3 | 15.8 | 3.7 | 3 |

SECTION IV OTHER ACTIVITY

| MAIL OUTS AND WALK-INS | | |
|------------------------|------|----|
| MONTH | INTV | NC |
| JUL | 6 | 1 |
| AUG | 6 | 0 |
| SEP | 6 | 1 |
| Totals | 18 | 2 |

RECRUITER SIGN: _____**RINC SIGN:** _____**DATE:** _____

EXHIBIT 050301. PRODUCTION ANALYSIS TRAINING and EVALUATION (PATE)**DIRECTIONS****SECTION I: PROSPECTING GENERATED**

This section is the three month historical prospecting data broken down into the three primary source codes: PH (Phone), REF (Referrals) to include RA (Applicant), RC (School Counselor), RD (DEP), RI (Center of Influence), and RS (Other Service) also PD (Personal Developed Contact). The Recruiter, Rinc or Zone Supervisor will place all appointments, interviews, physicals and new contracts in the last three months prospecting activity blocks and totals at the bottom of the chart.

SECTION II: PROSPECTING SUMMARY

This section calculates each prospecting mode into an average number of appointment, interviews, and physicals required to write one New Contract in each of the 3 primary modes of prospecting. These averages are obtained by dividing the total number of appointments, interviews and physicals by the total NC in each prospecting mode respectively. These numbers should be rounded to one decimal place.

SECTION III: PROSPECTING PLAN GUIDANCE**A. Monthly Goal**

This Sub-Section the Recruiter, Rinc or Zone Supervisor will place their monthly goal broken down by each primary source code and place the total of the three source codes in the NC Total block.

B. Monthly Minimum Activity Required to Achieve Goal

This Sub-section includes the total number of appointments, interviews, physicals and new contracts for the current month that the Recruiter, Rinc or Zone Supervisor is required to obtain to meet the monthly prospecting objectives. This section will add from each primary source code in Section II, the total number of appointments, interviews, physicals and new contracts required based on the three month averages. This section is where the Recruiter, Rinc or Zone Supervisor will build their daily, weekly and monthly prospecting plans.

SECTION IV: OTHER ACTIVITY

This section provides the Recruiter, Rinc or Zone Supervisor the three month historical look and total number of interviews and New Contracts written the two remaining source codes MO (Mailouts) and WI (Walk-ins).

i. **Applicant Compensation Evaluator (ACE).** The Applicant Compensation Evaluator (ACE) is a software tool that will assist Navy Recruiters in visually comparing Navy compensation and benefits to an alternative civilian job/education compensation and education costs. It is best used as a supplement to the sales interview in providing supporting material and/or overcoming indifference and skepticism.

(1) Applicants have a perception that civilian compensation exceeds military compensation. Navy Recruiters must overcome this perception by supplying compelling statistics and other evidence to prove this is not the case.

(2) ACE helps recruiters perform more effective interviews where a college education is the primary need of the prospect. The ACE tool:

- Facilitates presentation of data so that it can be clearly understood by applicant and other “communities of interest”
- Generates market value data, tuition, medical and housing benefits automatically, providing a significant time savings for the recruiter
- Provides a clear comparison of Navy to Non-Military benefits in a hard or soft-copy take-away
- Assists the recruiter in addressing a prospect’s concerns and helps demonstrate a potential career path
- Supports the recruitment process and should be integrated into the sales/interview process
- Reinforces applicant’s commitment and parents’ support when used during the 72 hour indoctrination
- Provides credibility to a recruiter’s brief when used during school presentations

(3) ACE is not a replacement for good solid sales techniques and interpersonal skills. This tool should not be used to replace Navy Recruiting’s normal blueprinting process. Most importantly, ACE is not a replacement for understanding your applicant’s needs and desires. Training should be conducted to ensure that recruiters become familiar with the benefits of the ACE program and utilize it as each individual sales call warrants.

060105. COACHING IN NAVY RECRUITING. The day-to-day operations of Navy Recruiting Stations and Zones can be complex. It is essential that the leaders of these units consistently analyze operations and their processes to make the mission. Additionally, these observations should be used as opportunities for coaching our Sailors. Coaching is always the preferred method of leadership when developing individuals such as our volunteer recruiting force. These Sailors, both Canvassing Recruiters and the Career Recruiting Force, will all benefit from the structure and intent of coaching, as it is a well-established best business practice.

a. The following is a brief list of what workplace coaching is and is not:

(1) Coaching is taking time to analyze and observe personnel in the NAVCRUITSTA, Zone or NAVCRUITDIST and utilizing the skill sets learned in Professional Sales Coaching to change behavior. The skills translate to all issues not just sales.

(2) Coaching is not a means for correcting obvious infractions of policies or procedures (uniform appearance, fraternization, etc.).

(3) Coaching is an investment in the future of the Navy's personnel. It is the consummate "teach people to fish" opportunity that grows and develops them.

(4) Coaching is not a direct approach toward leading which usually nets only short-term compliance.

(5) Coaching is a best business practice.

b. Coaching Analysis. Personnel who have learned and utilized the basic skill sets in Professional Sales Coaching (PSC) are equipped to approach sales call performance using the Coaching Issues Diagram (Exhibit 060102) and the Navy specific Resource Guide. The areas of sales call performance, which is all-important, does not cover all the operations of recruiting. The following is a list of five broad stroke areas that need to be coached to on a continuing basis. Sales call performance (interviewing) from PSC is included for continuity:

(1) Prospecting:

- (a) Recruiter Generated Prospects
- (b) Prospecting Skills and Analysis
- (c) Recruiter Provided Prospects and Canvassing

(2) Interviewing:

- (a) Product Knowledge
- (b) Selling Skills and Sales Process
- (c) Customer Knowledge

(3) Processing:

- (a) Recruiter Processing Preparation
- (b) Processing Skills and Analysis

(c) Processing Applicant Preparation

(4) Shipping:

(a) Recruiter DEP Leadership Competencies

(b) Shipping Skills and Analysis

(c) Shipping DEPper Preparation

(5) Training:

(a) Recruiter Training

(b) Training Skills and Analysis

(c) Sailorization Training

c. Using the Coaching Framework. The coaching framework addresses all the major processes within an NAVCRUITSTA or Zone (Prospecting, Interviewing, Processing, Shipping and Training). Utilizing the framework of skills that a recruiting leader learns in Professional Sales Coaching, the recruiter is now equipped to be more efficient and effective in their day-to-day routine.

d. Navy Specific Issues Diagrams. Is a format of the issues diagram and resource guide to Professional Sales Coaching skill sets.

e. Coaching Developmental Action Plans. Developmental Action Plans provide proper coaching analysis via issue diagrams, utilization of the skill sets and resource guides, and finally proper documentation utilizing the Developmental Action Plan and Training Syllabuses.

f. Issue Diagram Exhibits. Provides exhibits to Prospecting, Processing, Shipping and Training.

g. Coaching Issues. Usually the upper 20% production personnel who are fully committed to mission attainment may need to be coached to only one or two issues. Additionally, those issues may not be recruiting related. It may deal more with Sailorization issues such as physical fitness or advancement preparation.

(1) New recruiters need a lot of mentoring. In a production sense they start at the lower 20% of the scale, but if they are properly developed, they will have a successful and productive tour. These individuals will probably require three different items, two of which may be production/qualification oriented and the other being a Sailorization issue.

(2) The challenge for leaders lies in developing the middle 60% of the production chain. These individuals may need up to three items also based on observations and analysis. Motivating and developing this sector of the sales force can and will have profound effects on the success of the entire command.

060106. SUMMARY. Standardization throughout a command is essential. Commands that standardize the coaching processes will train a better recruiting force. A coaching kick-off can have a profound effect. Commands who commit publicly to the coaching process lessen the “management flavor of the month” syndrome. The entire Navy is seeking to become a more coaching oriented organization. Resources available on Navy Knowledge Online (NKO) and the Human Performance Feedback Development (HPFD) model are based on the foundation of analyzing the performance of personnel. This analysis leads to coaching or mentoring them to increase their workplace competencies. Given our investment to this point in training of personnel it is essential that we as naval leaders move forward to ensure a quality program at all levels of our production chain.

“Leadership is understanding people and involving them to help you do a job. That takes all the good characteristics, like integrity, dedication of purpose, selflessness, knowledge, skill, implacability, as well as determination not to accept failure.”

(Admiral Arleigh A. Burke)

EXHIBIT 060101. RECRUITER GENERATED PROSPECTS ISSUES DIAGRAM

| Phone Prospects (PH) |
|---|
| How well does the recruiter dedicate time to their scheduled phone prospecting? |
| How well does the recruiter penetrate the market utilizing the phone? |
| How well does the recruiter interact with the prospect or family members on the phone? |
| Personally Developed Contacts |
| How comfortable is the recruiter when approaching people and starting a conversation? |
| How well does the recruiter utilize their scheduled PDC prospecting time? |
| How well does the recruiter represent the Navy in appearance and military bearing while Personally Developing Contacts? |
| DEP Referral Prospects (RD) |
| How well does the recruiter motivate the DEPper's to provide quality referrals? |
| How well does the recruiter motivate the DEPper's family and other sources to assist in the recruiting effort? |
| How well does the recruiter utilize the DEPpers to interact with peers during school visits and public events? |
| Does the recruiter ask DEPpers for referrals? |
| Marketing |
| How well does the recruiter utilize all available data (WEBSTEAM, Lists, Reports, etc.) to maximize penetration into productive markets? |
| How well does the recruiter assist in ensuring that school lists are obtained to identify the market and placed in R-Tools for recruiter generated prospecting evolutions? |
| How well does the recruiter understand the Navy's marketing campaign (slogan, advertising, brochures) and current recruiting priorities (as set forth by COMNAVCRUITCOM) to support "Delivering the right kind in the right numbers at the right time"? |
| How well does the recruiter assist in the marketing effort through RAD placement during school and area canvassing evolutions? |

EXHIBIT 060102. PROSPECTING SKILLS AND ANALYSIS ISSUES DIAGRAM

| |
|---|
| <p style="text-align: center;">Prospecting Skills</p> <p>How well does the recruiter present the Phone/PDC and the LEADS follow-up script to include voice volume and emphasis?</p> |
| <p>How well does the recruiter execute the model for handling indifferent prospects?</p> <p>How well does the recruiter obtain blueprinting information from uninterested, indifferent prospects and their family members?</p> |
| <p style="text-align: center;">Database Utilization</p> <p>How well does the recruiter utilize the assigned database?</p> <p>How well does the recruiter analyze the applicant log for quantity, quality and sales process issues?</p> <p>How well does the recruiter understand and utilize the sales activity function of the assigned database if applicable?</p> |
| <p style="text-align: center;">PATE Utilization</p> <p>How well does the recruiter understand and utilize each section of the PATE to maximize prospecting effectiveness and build a prospecting plan?</p> <p>How committed is the recruiter to ensure accuracy of PATE data so that efficient and effective training can be facilitated?</p> |
| <p style="text-align: center;">Time Management and Planners</p> <p>How well does the recruiter understand the mechanics of proper planning to prospect effectively?</p> <p>How well does the recruiter attempt to follow a plan throughout the week and prioritize changes?</p> <p>How well does the recruiter document and plan future known events to ensure Navy participation?</p> <p>How well does the recruiter plan prospecting events and reschedule missed activity to ensure mission attainment?</p> |

EXHIBIT 060103. RECRUITER PROVIDED PROSPECTS AND CANVASSING

| |
|--|
| National Leads (RN) |
| How committed is the recruiter to contact every lead within the required 24 hours? |
| How well does the recruiter track leads though the working tickler for four months? |
| How well does the recruiter follow-up with national leads or pass to NROTC or officer programs? |
| Local Leads (RL) |
| How committed is the recruiter to contact every lead within the required 24 hours? |
| How well does the recruiter track through the working tickler for four months? |
| How knowledgeable is the recruiter on how to approach a local lead (looking for a job vice the Navy)? |
| Other Leads |
| How committed is the recruiter to contact and properly disposition all leads? |
| How well does the recruiter track all leads through the assigned database? |
| Other Referrals (RA, RP, RI, RS) |
| How well does the recruiter remember to continuously ask individuals for referrals? |
| How committed is the recruiter to establishing a network of individuals to provide referrals? |
| How well does the recruiter ensure that providers of referrals are recognized via the chain of command? |
| How well does the recruiter employ RAP, HARP and SEMINAR personnel to expand the referral base? |
| SOARS and School Canvassing |
| How well does the recruiter execute a canvassing plan to include pre-prospecting and follow-up on leads? |
| How well does the recruiter interact with school personnel? Does the recruiter actually do lunch room set-ups and in-class presentations on a routine basis? Is there a systematic approach? |
| How well does the recruiter interact with local community spheres of influence to spread Navy awareness, especially in productive areas? |

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